



# Real Estate

Keppel provides innovative and sustainable urban space solutions that enrich lives and communities.

## FUNDS UNDER MANAGEMENT<sup>1</sup>

**\$59b**

## ASSET MONETISATION

**\$3.6b**

Announced monetisation since October 2020

## SUSTAINABLE URBAN RENEWAL

**\$3.3b**

Combined asset value<sup>2</sup> of six projects undergoing SUR

In 2024, the real estate sector continued to face challenges from the volatile macroeconomic environment, high interest rates as well as slow growth in certain markets. Notwithstanding the headwinds, demand for real estate remains anchored to global macrotrends such as rapid urbanisation, ageing populations and the increasing focus on decarbonisation. As technology becomes less costly and more widely available, it is also changing the way buildings are operated, benefitting tenants, the environment and the asset owners.

Keppel is well positioned to meet these rising trends, harnessing its deep operating capabilities and over four decades of experience across real estate development, investment and asset management to create value for investors, customers and communities. In 2024, the Real Estate Division deepened its transition towards an asset-light model, focusing on providing Real Estate-as-a-Service solutions such as Sustainable Urban Renewal (SUR), senior living and consultancy services for large-scale developments. In 2024, the Company announced the monetisation of \$450 million in real estate assets, bringing total monetisation for the Division to \$3.6 billion since October 2020. As part of its multi-year restructuring, the Division generated significant run-rate cost savings of above \$100 million over the past two years.

During the year, the Real Estate Division continued to implement its SUR solutions as part of the asset enhancement initiatives for Keppel's private funds. The Division also leveraged its strong experience and track record in master development to provide green and smart city consultancy services for large-scale developments such as Suzhou Industrial Park and the Sino-Singapore Cooperation Zone in Jinan, Shandong in China.

Notably, in October 2024, Keppel's sustainability performance was recognised at the GRESB 2024

Assessment with the Real Estate Division retaining its GRESB Green Star designation and GRESB Star rating.

Looking ahead, the expected recovery in real estate activity, bolstered by increased consumer spending, investments and potential interest rate cuts, would create a favourable environment for Keppel to expand its asset-light real estate offerings in Asia, where it has an established track record.

## SUSTAINABLE URBAN RENEWAL

The built environment accounts for 40% of global carbon emissions and decarbonising existing assets is both a cost-effective and urgent climate solution. With the push for decarbonisation, asset owners and property users are increasingly factoring in environmental criteria alongside financial metrics in their decision making.

Keppel's SUR solutions deploy the latest technologies to reduce buildings' operational and embodied carbon, driving energy and water efficiency. This creates greener and smarter buildings that can help asset owners and occupiers reduce their carbon footprints. As a holistic solution, SUR also includes spatial programming to implement intelligent workspace solutions and introduces best-in-class amenities and placemaking activities to support changing work preferences. Given its versatility, Keppel's SUR solutions can be applied to the design, development and operation of new buildings as well as to retrofit and extend the lifespan of ageing buildings, providing a strong value proposition for asset enhancements.

During the year, Keppel continued to implement SUR solutions across six projects with a combined asset value<sup>2</sup> of \$3.3 billion in Singapore, Ho Chi Minh City, Seoul, Pune and Chennai. These include the Division's latest SUR showpiece, Keppel South Central in Singapore, which attained its Temporary Occupation Permit in early 2025. Keppel South Central announced its

<sup>1</sup> Gross asset value of investments and uninvested capital commitments on a leveraged basis is used to project fully-invested FUM.

<sup>2</sup> Asset values as of end-2024.



## Operating & Market Review

### Real Estate



Front row: Mr Louis Lim, CEO, Real Estate of Keppel (second from left) introduced Keppel's liveable and sustainable solutions at the World Cities Summit 2024 to Mr Heng Swee Keat, Deputy Prime Minister of Singapore (fourth from left).

first anchor tenant in February 2025 and is drawing interest from multinational corporations in the technology, finance and professional services sectors with nearly 50% of the office space and retail units committed or being actively negotiated.

Over in India, Keppel acquired One Paramount, a freehold Grade A office complex in Chennai, where the Company will focus on improving the asset's energy efficiency and sustainability performance with the aim of enhancing its value and attractiveness to Keppel's Limited Partners.

Responding to the need to decarbonise the built environment, Keppel launched its SUR strategy for private funds, which leverages the Real Estate Division's expertise to create high-quality assets that can deliver both strong sustainability outcomes and robust investment returns. In 2024, the total FUM for Keppel's SUR strategy surpassed US\$1.7 billion, with KSURF achieving its first close.

#### SENIOR LIVING

Keppel has built in-house capabilities across the senior living segment, including development and asset

operating expertise. In May 2024, the Company officially opened its first senior living facility in Asia, Sindora Living Nanjing Qixia, in Nanjing, China. Enabled by technology and innovation, the 400-bed facility offers comprehensive assisted living services and a wide range of activities to encourage seniors to live active, fulfilling lives. The Company is also building a strong network of clinical, research, recruitment and technology partners to bolster its high-quality senior living services.

During the year, Sindora Living Nanjing Qixia was awarded the prestigious iF DESIGN AWARD 2024 for its holistic transition programme to help elders assimilate to their new environment. The facility was also certified LEED (Leadership in Energy and Environmental Design) Gold for its low carbon, energy-saving and environmentally friendly initiatives.

Keppel will continue expanding its senior living footprint, exploring opportunities in several markets, where fast-expanding ageing populations are igniting demand for quality senior care services. The Company is currently working with partners to

launch senior living facilities in other parts of China.

#### SSTEC

The Sino-Singapore Tianjin Eco-City (Eco-City) is a showcase of Keppel's strong expertise in sustainability-related solutions and the master planning of large-scale projects, as well as its ability to integrate them to advance sustainable development.

Keppel leads the Singapore consortium, which works with its Chinese partner to guide the 50-50 joint venture, Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd. (SSTEC), in its role as master developer of the Eco-City.

During the year, SSTEC sold a residential plot and an industrial plot as well as about 480 homes in its projects. Keppel also contributes to the Eco-City's growth through its quality residential and commercial developments. In collaboration with its Chinese partners, Keppel also offers diverse infrastructure solutions including renewable energy, water treatment and district heating and cooling services, which support the Eco-City's goal to become a leading green, low carbon economic and innovation hub.

## Decarbonising the Built Environment

# Keppel South Central

Keppel South Central rises as a beacon for Sustainable Urban Renewal (SUR), at the gateway of Singapore's southern waterfront in Tanjong Pagar. This modern building features state-of-the-art technologies, a super-low energy design and 24/7 facilities, setting a new benchmark for modern workspaces in Singapore.

The building features advanced green solutions, such as high-performance façade systems that minimise solar heat gain, smart building management systems and the use of renewable energy. Keppel South Central's green design and SUR features are projected to cut annual

energy consumption by 6.2 million kWh, saving 40% in energy compared to other code-compliant buildings in Singapore. This is equivalent to powering 1,300 five-room HDB flats in Singapore yearly.

As a practical solution to reducing the built environment's carbon emissions, driving energy and water efficiency, Keppel's innovative SUR initiative can also be used to rejuvenate older buildings. The Real Estate Division is collaborating with Keppel's private fund KSURF to implement SUR asset enhancement initiatives for its assets.

